

DEFENSE LOGISTICS AGENCY

JANUARY – FEBRUARY 2010

# LOGGLINES

CENTER STAGE

# DLA

EUROPE AND AFRICA



Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>FEB 2010</b>		2. REPORT TYPE		3. DATES COVERED <b>00-00-2010 to 00-00-2010</b>	
4. TITLE AND SUBTITLE <b>Loglines. January - February 2010</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>Headquarters, Defense Logistics Agency, Office of Strategic Communications, 8725 John J. Kingman Road Suite 2545, Fort Belvoir, VA, 22060-6221</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>Same as Report (SAR)</b>	18. NUMBER OF PAGES <b>40</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			



# from the **DIRECTOR**

## Navy Vice Adm. Alan S. Thompson, SC, USN Director, Defense Logistics Agency

**H**ere at the Defense Logistics Agency, we continue to pursue a strategy aimed at keeping us relevant to our customers' needs and able to provide the full spectrum of combat logistics support.

Over the past several months, I've met with multiple combatant commanders and senior logistics officials from the military services to take the pulse of the Agency's level of support. I'm pleased to share with you the praise these key leaders have heaped on our efforts. They are very satisfied with our support, particularly the forward presence DLA has established alongside warfighters in

the field and at the combatant-command level, and the performance of our warfighter support representatives, who have earned a reputation for getting the job done.

The positive relationships we have established with our customers are based on the work done by team members at the Agency's defense supply centers and primary-level field activities, and that rapport we have built will serve DLA well as it tackles several major challenges that lie ahead.

We continue to support combat operations in Southwest Asia in two evolving situations. Now that President Obama has made a determination regarding force size and distribution in Afghanistan, this will have significant implications for our subsistence, construction material and fuel support. The outcome of the upcoming elections in Iraq will determine the pace at which the U.S. draws down its

troops there, which will drive how much long-term support the Agency provides and where. In both instances, we must be agile logisticians and stay tuned in on what the ultimate decisions are so we can adjust our decisions accordingly.

The Agency's team members at DLA-Europe and Africa are a critical enabler to DLA's work supporting warfighters in the U.S. Central Command area of responsibility, but their work extends beyond Southwest Asia. Logistics planners are linked with every military service component and major command in the region – in Belgium, Denmark, Germany, Italy, Portugal, Turkey, Spain, the United Kingdom and Africa – to ensure customers get the best value out of our supply chains.

It is because we provide such value and comprehensive support to our customers that I'm proud to serve alongside you. ☘

## **LOGLINES**

Official Flagship Publication of the Defense Logistics Agency

### **DLA Director**

Navy Vice Adm. Alan S. Thompson

### **Chief of Staff**

Navy Rear Adm. Kurt Kunkel

### **Director, Strategic Communications**

Douglas Ide

### **Deputy Director, Strategic Communications**

Jack Hooper

### **Loglines Staff**

Managing Editor	Kathleen T. Rhem
Editor	Heather Athey
Writer	Beth Reece
Writer	Jonathan Stack
Writer	Dianne Ryder
Writer	Sara Wood Moore
Layout/Design	Paul Henry Crank

**Loglines** is the authorized publication for the Defense Logistics Agency's workforce of federal civilians, active-duty military and Joint Reserve Forces augmentees at Agency activities worldwide and industry customers of DLA. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency.

**Loglines** is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of Agency sources. Submissions and correspondence may be sent to the following address:

### **Headquarters, Defense Logistics Agency**

#### **Office of Public Affairs**

8725 John J. Kingman Road

Suite 2545

Fort Belvoir, VA 22060-6221

703-767-6200

E-mail [loglines@dla.mil](mailto:loglines@dla.mil)





# CONTENTS

January - February 2010

## DEFENSE LOGISTICS AGENCY Europe and Africa

### Center Stage

Agency's Europe, Africa hub keeps warfighters ready for exercises, combat operations.

2

### The Supporting Cast

Technology, legal, installations support staff form backbone for sustaining Agency support in Europe, Africa.

8

### Operation SALVAGE

Reutilization, marketing service manages excess property disposal, transfer and sale for warfighters abroad.

10

### Right on Time

Distribution team keeps trucks rolling, supplies flowing to warfighters.

14

### More than a General Store

Supply team sends food, clothing, construction materials to warfighters in Europe, Africa and Southwest Asia.

18

### Test to Spec

World's top lab tests jet, diesel fuel to keep aircraft, ships, land vehicles on the move.

24

### All in One

Production service streamlines, innovates to bring document solutions to European, Africa, Central commands.

26

### Virtual Reality

Warehouse, Web portal position supplies closer for Afghan build-up, combat ops.

34

### Connecting the Enterprise

Worldwide IT network builds Agency's universal telework capability, strengthens contingency plans.

36

## DEPARTMENTS

Ten Questions with ... 28

DLA NewsWire 31

I am DLA Back Cover









# Center Stage

Story and Photos by Beth Reece

**A**sk Tim Walters how force reductions have changed his job as a logistician in southern Germany and he'll describe Army units so strung out on deployments that not a day passes without numerous requests for critical repair parts.

"People think the U.S. European Command has drawn down and there's nothing here anymore, but that couldn't be further from the truth. The fact is, Europe is one of the primary force providers to the missions in Iraq and Afghanistan. We're also supporting operations in Africa now, not to mention the many training exercises conducted here," said Walters, a Defense Logistics Agency warfighter support representative who helps meet the supply needs of almost 20,000 service members scattered across 16 installations.

With its headquarters at Kleber Kaserne in Kaiserslautern, Germany, Defense Logistics Agency – Europe and Africa serves military customers in 140 nations. Maintenance depots, flight lines, fuel points, dining facilities, medical clinics and all U.S. service members

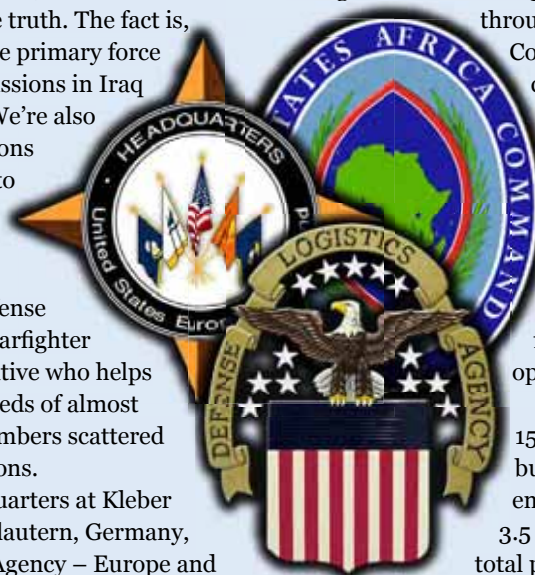
stationed in the region are supplied by DLA-EA employees working in tandem with their counterparts at DLA's stateside supply centers.

Units deployed for any of the 70-some military exercises that occur each year throughout Europe and Africa also get subsistence support from DLA-EA. And while logistics support to forces in Afghanistan and Iraq is coordinated through DLA - Central Command, Europe's close proximity to the Middle East makes it a logical point for supplying food, fuel and building materials for combat operations there.

"We do about 15 percent of DLA's business, but employ only about 3.5 percent of DLA's total population of

22,000 folks," said Marine Lt. Col. Matthew Ferguson, the regional command's operations officer.

To be successful with its slender



Warfighter Support Representative Tim Walters discusses logistics support with Army Chief Warrant Officer 5 Robert Carter, a customer from the 405th Army Field Support Brigade's 3rd Battalion at Camp Darby, Italy.



Air Force Senior Airman Justin Kern, a cargo specialist with the 721st Aerial Support Squadron at Ramstein Air Base, Germany, tightens the straps on an air-cargo pallet containing supplies from the Defense Distribution Depot – Europe.

staff, DLA-EA positions employees in Germany, Italy, Turkey, Spain, Portugal, Denmark, Belgium, the United Kingdom and Africa. Logistics planners are linked with every service component and major command to help customers get the most from DLA products and services.

Eight warfighter support reps are also assigned to “geographical footprints” that include numerous units and installations. They advise customers on all DLA commodities, assist them with problem requisitions, offer training on logistics systems, and help locate hard-to-find material or stock numbers.

“Most WSRs have retired from the military service they’re predominately supporting. They have a depth of experience with that service, understand their needs and won’t rest on an action until they’ve completed it sufficiently in the eyes of the customer,” said Paul Abel, chief of DLA-EA’s Warfighter Support and Readiness Division.

“Every member of the team here believes it’s their job to get out and be with customers, to anticipate their needs and influence decisions, not wait around for customers to come to them,” added Army Col. Derek Smith, DLA-EA commander.

Air Force Maj. Frank Marconi is DLA’s liaison officer to U.S. Air Forces Europe.

“I am one DLA face to the USAFE customer. Anything they need, I can get for them, so I try to spread that word by getting out and educating them on what DLA brings to the fight,” he said. “An F-15 fighter jet, for example, has 110,000 DLA



“Every member of the team here believes it’s their job to get out and be with customers, to anticipate their needs and influence decisions, not wait around for customers to come to them,”

—Army Col. Derek Smith

parts on it. Multiply that by the amount of F-15s in theater, and you can see that DLA has a lot of support to offer here.”

At Camp Bondsteel, Kosovo, William Hill has spent the last six months serving as DLA’s representative to about 1,400 service members.

“We provide probably 85 percent of everything here, from food and supply parts to fuel,” Hill said. “With only one DLA person on the ground, you have to learn to help customers with every supply chain, but as a retired sergeant major who has worked in all these fields, I’m able to do that.”

DLA experts are also embedded with the Army’s 21st Theater Sustainment Command, which provides sustainment for Army units located throughout Europe. Army Lt. Col. John Rosnow began working with 21st TSC officials in May 2008 to plan logistics support for forces participating in Natural Fire 10, an exercise involving U.S. Forces and five African nations, in Uganda in October.

“This was an area we hadn’t operated in before, and we knew it would take some extensive planning to get supplies into that part of Africa,” Rosnow said.

He worked with the Defense Distribution Center and the Surface Deployment and Distribution Command to coordinate movement of heat-and-serve group rations, bottled water and individual rations to a port in Kenya, where local trucks picked up the supplies for the journey’s final leg into Uganda.

Rosnow also helped arrange food and water support for MEDFLAG ’09,

a medical exercise in Swaziland, Africa.

“DLA made these shipments on a moment’s notice,” said Jerry Madden, a 21st TSC plans specialist.

Lessons learned moving supplies through Europe don’t apply in Africa, a continent three-and-a-half times the size of the continental United States, with 53 nations and new entry requirements at each border. Poor roads and lack of infrastructure exacerbate the challenge of getting supplies there.

But DLA-EA representatives are already mingling with representatives of African companies to scope out businesses that may be able to serve as prime vendors in the future. This kind of “world-class support” from DLA not only helps provide logistics solutions to forces stationed in Africa, but also boosts U.S. Africa Command’s ability to build security and stability throughout the region, said Air Force Brig. Gen. Frederick Martin, USAFRICOM’s deputy director of operations and logistics.

“We honestly could not conduct our mission as effectively without DLA’s fantastic support. DLA not only brings entire classes of supply to our forces in



Many of the supplies transported via air to Defense Logistics Agency customers throughout Europe, Africa and the Middle East flow through Ramstein Air Base, Germany, where cargo specialists receive, sort and ship supplies on a daily basis.

Africa, they’re also building relationships with the people of Africa, and that further strengthens our partnership with the people there,” Martin said.

The mission in DLA-EA is so diverse that employees supporting Africa one month could wind up in the Republic of Georgia or Norway the next. Vickie Rodgers of the Defense Reutilization and Marketing Service – Europe had already deployed three times to Djibouti when the Marines requested her help in Norway, where they were sorting through three caves of outdated war-reserve material.







An aircraft mechanic at Mannheim, Germany, uses parts supplied by Defense Logistics Agency – Europe and Africa to repair an Apache helicopter.

Knowing the material included blankets, tarps, vehicles and equipment for repairing machinery, Rodgers contacted the U.S. Agency for International Development, which needed supplies for a technical school being built for youth in Cambodia. In October, she traveled to Norway to oversee the removal of five 20-foot containers of items perfect for the new school.

“In the end, we were able to save the Marines money because they didn’t have to ship all that stuff to the nearest defense reutilization and marketing office,” Rodgers said. “And through the Military Sales Program, we also gave the people in Cambodia an awesome resource for their school, and that of course made them

think highly of the United States.”

Some of DLA’s biggest achievements in Europe and Africa are the work of warfighter support reps like Jim Chaney, who works with units in Vilseck, Hohenfels and Grafenwoehr, Germany. He is currently assisting Army mechanics with 2nd Stryker Cavalry Regiment in Vilseck as they reset equipment in preparation for deployment to Afghanistan in summer 2010. About 90 percent of the parts they need – minus those for Strykers, which are owned and supplied by the Army because it is a service-specific combat vehicle – are being supplied by DLA with Chaney’s help.

“We’re grateful for the support we’re getting from the Defense Logistics

Agency. If one of our vehicles has to stay on camp in a place like Iraq because we don’t have the parts to repair it, the whole mission is hindered. Morale also suffers because Soldiers get fired up about the mission; they want to be successful,” said Army Sgt. 1st Class Dominador Ragay, 2nd SCR maintenance noncommissioned officer, who said he values Chaney’s input at the unit’s weekly supply meetings.

Chaney boasts that DLA plays a big role in military readiness, and Army Lt. Col. Roger McCreery agrees. As commander of the 405th Army Field Support Brigade’s 3rd Battalion at Camp Darby, Italy, McCreery said he relies on statistics to judge DLA.

“Since I took command in July 2008, we have not had a single maintenance job held up because of the lack of a repair part, and we’ve completed over 1,300 job orders. That’s pretty astounding,” McCreery said.

The brigade is responsible for maintaining Army prepositioned stock and assists in the reset of equipment units bring back from Iraq or Afghanistan. Most work rolls in with deadlines attached because units need the equipment to train for follow-on missions, so DLA’s responsiveness is crucial.

With the new all-terrain variant of the Mine Resistant Ambush Protected vehicle, known as the M-ATV, being fielded to forces, Chaney is already working



Logisticians in Europe are working with customers and suppliers to provide much-needed parts for the Mine Resistant Ambush Protected vehicle and its new all-terrain version, called the M-ATV.



with officials in Hohenfels to determine what repair parts will be needed by units training there at the Joint Multinational Readiness Center before deploying with the new vehicle.

"We know we're going to have a demand for these parts, so we're trying to front-load stock based on our projections and those of our customers," operations officer Ferguson added.

DLA has become so well known for meeting warfighters' needs that its commander said even U.S. embassies and consulates throughout Europe are looking to the Agency for logistics support. Many have requested food and construction material from DLA-EA, Smith said.

The Document Automation & Production Service has also provided copiers and

shredders to the U.S. Embassy in Berlin and consulates in Frankfurt and Munich, Germany. And when Serbian demonstrators burned the U.S. Embassy in Belgrade in 2008, DLA-EA provided concertina wire to help bolster security.

Smith said he expects the Agency's relationship with the U.S. State Department to continue growing. "We want to create a system that allows us to be more proactive and determine their requirements up front. That will help the State Department be more effective and also help us because we'll know there's a requirement out there in the future that we need to be prepared for," he said.

As a logistician who'd had no experience with the Defense Logistics Agency before being assigned to DLA-EA, Ferguson said he's impressed with what

Air and land vehicle mechanics throughout Germany rely on Defense Logistics Agency – Europe and Africa to provide critical repair parts that are needed for equipment headed to Iraq and Afghanistan.

the Agency does on a daily basis.

"I've worked harder on this staff than when I was in Iraq. There's no room for incompetence or neglect here," he said. "To the unit that doesn't have their food, that's a huge crisis, regardless of the time of day."

It is employees' expertise and selflessness that makes DLA-EA successful, Smith added.

"They believe that the customer – the warfighter – is the most important thing. They also truly believe in what they do and in service to the nation," he said. "You can't pay them what they're worth." 🌟





# The Supporting Cast

Story by Beth Reece

**D**efense Logistics Agency employees in Europe and Africa depend on the “backstage” efforts of environmentalists, lawyers, information-technology specialists and others who make up the DLA Enterprise Support, Information Operations and General Counsel directorates there.

“It’s because of these folks that we can maintain the high pace of logistics support that we provide to our warfighters every day,” said Army Col. Derek Smith, DLA-EA commander.

Jeff Roth and his staff of 35 IT specialists have worked since 2004 to

establish satellite communications for employees stationed in such locations as Kuwait, Bahrain and Djibouti.

“All of DLA’s business processes, regardless of the supply chain, are dependent on information systems – that’s how we manage to handle greater volumes of products and supplies,” Roth said. “So to maintain that efficiency, we have to make sure that employees doing business outside the continental United States or developed places like Germany and Italy have access to those same business systems that send critical information back to our supply centers.”

The team has established communications at six sites throughout Iraq, Roth said, and expects to do the same in Afghanistan, where communications are already up and running at Bagram Air Field and Kabul.

“We also just sent equipment to Kandahar, where we’ll put in two more communications networks, and discussions are under way for a network at Camp Leatherneck,” he added.

While his staff typically deploys for only two-week periods, Roth said, IT specialists assigned to DLA-EA must be self-reliant and willing to work in war

Defense Logistics Agency – Europe and Africa headquarters moved in July 2008 from Wiesbaden and Mainz-Kastel to its new location in Kleber Kaserne.



DLA Photo



Warren Barber, deputy director of information operations for Defense Logistics Agency – Europe and Africa, has made multiple deployments to establish satellite communications in such places as Kuwait, Bahrain and Djibouti.

zones with little infrastructure.

Legal and environmental experts also work daily to keep DLA employees educated on customs laws and international agreements that can influence how they do business.

“We deal with German laws, Italian laws, Dutch laws, Belgian laws, ... laws for every nation in Europe and Africa and occasionally the Middle East,” said Robert Magnuson, a lawyer for DLA’s Office of General Counsel.

“And of course the ‘800-pound gorilla’ in the corner is the European Union, and that is where our office becomes the Department of Defense expert for most of Europe, because in working with commercial contractors, you touch a lot more EU law than Army or Air Force units normally would,” Magnuson continued.

Laws set forth by the European Union may override laws established by individual nations, which makes it even more important that DLA employees understand such things as sales authority and hazardous waste laws.

For personnel issues and financial issues, DLA-EA has just one human resources specialist and one financial analyst to shoulder the work. However, much help is provided by employees at DLA’s Human Resources Centers

in Columbus, Ohio, and New Cumberland, Pa., as well as acquisition specialists at DLA’s Fort Belvoir, Va., headquarters.

Of all the work being done by DLA’s support staff in Europe, some of the most visible has been DES’ efforts to facilitate the relocation of employees from DLA-EA’s previous headquarters in Wiesbaden and Mainz-Kastel, Germany, 60 miles south to Kaiserslautern by this past July.

“It was no easy task to coordinate and execute the relocation of over 200 DLA personnel and their families to our new home here at Kleber Kaserne,” said Linda Ward, DLA-EA deputy commander.

Employees at the new headquarters on Kleber Kaserne are spread throughout five buildings, four of which surround a shared courtyard and are designated as historical buildings by the German government. Because German law limits architectural changes to historical structures, DES played a big role in getting permission to extensively renovate the buildings, which

required new flooring, wiring, heating and ventilation.

“All the work plans had to be vetted through a rigorous approval process,” said Jennifer Abel, DES-Europe site director. “We had less than two years to orchestrate the entire move, so things had to happen pretty quickly.”

Ward and Abel said the move was an emotional experience for most DLA-EA employees. Some had bought homes in the Wiesbaden area; others simply preferred the location.

“It wasn’t a matter of, ‘Okay, here’s my next assignment; I’ll just pack my bags and move.’ It was a life-changing event for some folks,” Abel said.

Six months later, most employees said they clearly see the benefits of having DLA-EA assets together on one installation.

“While there was some interaction between us before, now we’re all co-located, and that helps us understand each others’ business and work more closely,” Abel added. “I think it’s helped us become more integrated into one DLA team; we’re not just separate parts of the organization doing our own thing.”

Information technology specialists for Defense Logistics Agency – Europe and Africa have established satellite communications at sites in Iraq and will do the same in Afghanistan, where communications are already running at Bagram Air Field and Kabul.





# Operation SALV

Story by Beth Reece

**F**or six years, U.S. and allied forces rotating through Camp Lemonnier, Djibouti, dumped their unwanted “stuff” wherever they could find space. Old computers, broken-down vehicles, faded uniforms, excess equipment – whatever they didn’t need was tossed onto mounting piles and left behind.

Property disposal experts with the Defense Reutilization and Marketing Service – Europe changed that.

“We went in and helped them establish a collection point where they could organize all that extra property and get it turned in to DRMS for sale, reutilization or disposal. Once camp officials saw what they had in an organized manner, they realized they could even reuse some of those items themselves,” said Vickie Rodgers, disposal service supervisor at the Defense Reutilization and Marketing Office in Kaiserslautern, Germany.

Demilitarization, which removes the offensive capability from military equipment, is one of the most important jobs done by the Defense Reutilization and Marketing Service – Europe.



# AGE

Excess property means big business for DRMS-E, which runs 15 collection and resale sites known as defense reutilization and marketing offices in six countries: Germany, Italy, England, Portugal, Spain and Turkey.

“We’re here to provide disposal solutions whether it’s to customers operating in a country where we have a physical DRMO or in places like Romania and Bulgaria, where the military might send small contingencies of troops for training exercises,” said Arthur Welsh, DRMS-E disposal service director.

“A lot of people remember DRMOs as being scrap yards or junkyards,” he continued. “Today, we’re a valid source of supply. We processed about \$137 million dollars worth of reutilization last year. That’s proof that an item one unit doesn’t need might be perfect for another.”

Property turn-ins at DRMOs are normally conducted by appointment so employees can inspect the material and educate customers on proper documentation and condition coding for excess items. Condition codes are important, Welsh said, because customers tend to mark

DLA Photo



Discarded equipment is sorted and piled at Camp Lemonnier, Djibouti. The Marines there received help from the Defense Reutilization and Marketing Service – Europe to organize property for reuse or sale.

items as unserviceable when they’re not.

“We actually challenge our customers on that coding. It’s not to say they don’t know their business, but we pride ourselves on being good stewards of taxpayers’ money. If a customer brings in brand new garbage bags and calls them ‘unserviceable’ although they’re in perfect shape, for example, we’re going to ask why, because there’s probably a customer out there scanning the system for those same garbage bags,” he said.

Excess property managers in Europe go out of their way to find creative solutions that save money and make transferring property easier for customers. Rodgers is known for setting up “blind dates,” a process she uses to match customers wanting to shed unwanted equipment with others who need it.

When an Army unit at Camp Bondsteel, Kosovo, recently requested help turning in laptops, Rodgers recalled a unit seeking computers in Kandahar, Afghanistan, so she scheduled a conference call with both units.

“I was able to explain to them that they could do a service-to-service transfer, saving one unit the cost of shipping the items to us and helping the other unit acquire something they really needed. Eventually, 100 computers were transferred from Camp Bondsteel to Kandahar,” Rodgers said.

Managing excess property can be tough in Europe, where environmental laws set by the European Union are traditionally more stringent than those in the United States. Germany is so eco-friendly it closed all landfills in 2005, so DRMS-E







A Demilitarization Center employee uses a rake to guide shredded metal into a bin so it can be recycled. (Inset) Military equipment can be demilitarized through a variety of methods, including cutting, shredding and melting.

contracted with private industry for disposal of recyclable materials and waste. As a benefit, DRMS-E receives a monetary return from contractors based on the European waste index code.

“Let’s say the current price for steel is 160 Euros [about \$220] a ton. The contractor will give us 55 percent of that 160 Euros, and that economic offset goes back to pay for the cost of the contract,” Welsh said.

“The EU has some fantastic laws, but if an individual country has a more strin-



Beth Reece

gent law, then that’s usually the one that takes precedence,” he continued. “Some of our biggest challenges are in Italy, where law prohibits people from putting an electronic toothbrush in the garbage. Instead, it has to be taken to a dump with

a certified demanufacturing facility.”

Demilitarization of military equipment is another key DRMS-E role. The process, done primarily at the Centralized Demilitarization Center in Kaiserslautern, removes the offensive

Marines sorting through three caves of outdated war-reserve material in Norway requested help from the Defense Reutilization and Marketing Service – Europe in fall 2008. DRMS used the opportunity to share some of the supplies with the U.S. Agency for International Development via the Military Sales Program.

DLA Photo



capability of an item that could – in the wrong hands – be used against U.S. forces.

“Demilitarization is about protecting our interests as a government and as a country, so when someone brings us 10 gun barrels to be destroyed, we want to be sure we destroy all 10,” said Nathan Barnes, chief of the demilitarization center.

Contracts with industrial partners help DRMS-E achieve demilitarization quicker than doing it in house.

“We can get rid of small amounts of a certain commodity – such as small-arms protective inserts, which are very dense – with our on-site shredder. But when we get 5,000 or 6,000 of them, it doesn’t make sense to wear out our shredder when our partner in Landau [Germany] can shred roughly 6,000 in an hour and a half,” Barnes said.

Material destroyed by contractors is never just “handed over” to the contractor, he added.

“We’ll actually follow that sealed container all the way to the shredder and watch the contents be cut into pieces and turned into its basic material content,” he said.

Local contracts give DRMS-E access to stationary shredders so large they can crush entire cars and a massive shearer that bundles metal and slides it under a wire shearing device where it’s cut into chunks.

Disposal experts specializing in demilitarization are also bound by local environmental laws. Air scrubber units at the Kaiserslautern facility, for example, keep the outdoor air free of fumes generated during cutting and torching.

“We’ve had smoke so thick in those hoods that you couldn’t see the cutting torch. But if you walked around to the outside of the building, all you’d see is pure, clean air. It’s pretty amazing to watch,” Barnes said.

Working for DRMS in Europe is challenging, but that’s why most employees say they prefer it to other locations.

“I’ve been exposed to things and

handled projects that I never would have been able to see or do at a regular corporation – with authority, freedom and inventiveness,” Rodgers said. “And we’ve become so much a part of our customers’ deployments that often we find ourselves out in the field alongside them.”

Rodgers and Welsh agree that the work of DRMS employees has become less of the afterthought than it was in years past.

“You’ll hear people comment that they’ve been waiting six weeks for an item that’s on backorder when they find exactly what they want sitting in a DRMO, or that because of something we had, they were able to get their equipment running again,” Welsh said. “So many people are so happy with what they find at our DRMOs, it’s hard to identify a single special treasure.” ★





Defense Distribution Depot – Europe employees Nemesio Hernandez, front, Horst Schoenboeck, and Eric Shu Fon, rear, work around the clock to ensure more than 150 truckloads of material are shipped to customers throughout Europe, Africa and the Middle East each week.





# Right on Time

Story and Photos by Beth Reece

**D**arryl Byrd likes to think of his employees as doctors working in an operating room.

“The job we do at this depot affects warfighters’ lives. We don’t have room for mistakes, because the material we’re sending out just might be going to a customer in Iraq or Afghanistan, and that customer may not get a second chance,” said Byrd, supervisor of the Theater Consolidated Shipping Point at Defense Distribution Depot - Europe.

Byrd’s view is shared by nightshift workers who hurriedly pick material off warehouse shelves and move it to the proper shipping lanes for packaging – habitually checking and double-checking item numbers against customers’ orders for accuracy.

“When something leaves out of here with a ‘DDDE’ sticker on it, you can be sure it’s got the right stuff in it,” Byrd said.

More than 150 truckloads of material are shipped each week from the Germersheim, Germany, depot to military customers throughout Europe, Africa and the Middle East.

Each day begins promptly at midnight, when new material requisitions are “dropped” into the Defense Logistics Agency’s business systems and the race to collect material begins. By 6 a.m., trucks are lining up outside DDDE’s seven docking stations for loading, with drivers eager to meet 6:30 a.m. departure times so they can reach their destinations

on schedule.

“It’s important that we load these trucks fast and get them on the road, because the next trucks are already lined up to dock at the same doors for other loads,” said Brian Burkholder, DDDE deputy commander.

The depot sends material to customers in Germany five days a week and six days a week to customers about 25 hours away in Italy and the United Kingdom. More remote customers located about 50 hours away in Kosovo and Romania get daily shipments that Burkholder said even include U.S. mail.

“Mail isn’t something we normally handle, but these are remote locations.



Darryl Byrd supervises the Defense Distribution Depot – Europe Theater Consolidated Shipping Point.







About 41,000 line items are kept on hand at the Defense Distribution Depot – Europe. The most popular items are located closer to the conveyor system so nightshift workers have less distance to travel when collecting material for the day's first requisition drops.

Anything we can do to help get warfighters' material from Point A to Point B, we do," he said.

Forces in Iraq and Afghanistan also rely on DDDE as the primary provider for building materials and force protection items like sandbags and barbed wire, said Army Lt. Col. Steven Keller, DDDE commander.

"Last June and July, we stuffed and shipped over 1,500 containers to Iraq and Afghanistan, not counting all the orders we coordinated to have shipped directly from manufacturers," Keller said, adding that repair parts and clothing are also shipped to the Middle East, but less frequently.

DDDE maintains contracts for more than 160 commercial trucks that ship across Europe and into Iraq.

"But our job doesn't end when the material leaves the depot," Burkholder said. "We track it gate to gate, so we communicate with our carriers and monitor their locations."

About 41,000 line items are kept on hand in DDDE's limited storage space, with 19,000 of those designated "primary stock" due to their high demand. Since May 2008, the Germansheim facility also stores about 12,000 Army-owned items through a

serviceable-excess program.

The program lets Army customers turn in equipment to DLA for temporary storage, where it becomes visible to the entire Army for reissue. It's good for Army units short on storage space, Keller said, and good for DLA as the Agency looks for new ways to support customers.

"Since inception, Army customers have drawn more than \$111 million worth of this stock from our warehouses for \$1.5 million in revenue," he added. "We've sent a lot of it to Afghanistan, some to Iraq, and even some back to the United States."

U.S. Special Operations Command Europe has a similar partnership with

DDDE. When warfighters conducting counterterrorism training with African forces realized the need for space to store items like radio equipment and uniforms that get issued to African forces, they considered renting a warehouse and managing it themselves.

"But for a couple thousand dollars, we were able to offer them two rows of storage in one of our warehouses," Burkholder said. "We take care of everything from receipting the material to making sure the vendor supplies the right quantity and quality. And when the customer needs it, all they have to do is ask, and we put it in the proper

#### SHIPPED TO YOU FROM



QUESTIONS / COMMENTS / PROBLEMS

Email: [DDDE@dlm.mil](mailto:DDDE@dlm.mil) DSN 378-5216/5229/5230/5032

“Our job doesn’t end when the material leaves the depot. We track it gate to gate, so we communicate with our carriers and monitor their locations.”

— Brian Burkholder

containers and ship it. We’ve even offered to be there to help distribute it.”

Customer needs can be hard to forecast in an area where warfighters are supporting operations in Iraq and Afghanistan or participating in frequent training exercises, but Keller said DLA employees can be proud of DDDE’s ability to meet emergency requirements.

When Special Forces troops training in Ukraine and Greece submitted an urgent order on a recent Friday night for ready-to-eat meals because they’d become ill eating local food, for example, DDDE reacted.

“Our guys were able to pack the MREs up on a Saturday and have them shipped in time to arrive at the customer’s location on Monday,” Keller said. “The tight relationship we keep with our carriers helped make that possible.”

As a forward distribution center that prides itself on how fast – and accurately – it packs and ships material, DDDE doesn’t let supplies sit for long.

“We’re into velocity, not storage,” Burkholder said. “In fact, our fast movers – our most popular items – are located in what we call ‘sweet spots,’ that are closer to the conveyor system so that during our 5 a.m. requisition drop, when we have less time to gather material and get it ready for shipping, we have quick and easy access to that material.”

The pace will further quicken in 2012 with the opening of a new distribution facility designed to consolidate under



Parts for the Mine Resistant Ambush Protected vehicle and its new all-terrain version, called the M-ATV, are being distributed by the Defense Distribution Depot – Europe.

one roof operations that are now spread across 12 areas.

“One of our restricting factors is in the shipping area, where we have only seven dock doors. We’ll have 28 doors in the new facility, so we’ll be able to do true cross-docking, where material doesn’t have to touch the ground or be stored between receiving and shipping; it can come off one truck and be immediately loaded onto another,” Burkholder said.

The eagerness of DDDE’s more than 200 employees to continually

improve processes has helped solidify the depot’s reputation for finding customized solutions to customers’ problems, Keller added.

“In this business, you can go from ‘hero’ to ‘zero’ overnight because you didn’t make one shipment that somebody really needed. You’re not going to rebuild that reputation quickly, so we work really hard to make sure we do things right,” he said. “Because ... we’re getting paid to do a job that somebody’s life might depend on.” 🇺🇸







Dining facilities in Kosovo, Romania, Bulgaria and Italy receive fresh fruits and vegetables from the Padova Terminal Market in Italy, where a Defense Supply Center Philadelphia employee works onsite to ensure military customers get quality produce.





# More than a General Store

Story and Photos by Beth Reece

**T**hree words are all Adam Cohen needs to explain the work of Defense Supply Center Philadelphia employees in Europe, Africa and the Middle East.

"We get stuff," the DSCP commodity chief for lumber and building supplies said.

Cohen and 85 DSCP employees procure enough food, clothing, construction material and medical supplies to account for about 70 percent of the business done by Defense Logistics Agency – Europe and Africa, said Marine Lt. Col. Matthew Ferguson, operations officer for Defense Logistics Agency - Europe and Africa.

But unlike most other DLA field activities operating in Europe and Africa, DSCP is also the primary supplier for warfighters in the U.S. Central Command area of operations. The organization's name was changed to DSCP-ACE in late 2009 to better reflect its work with U.S. Africa, Central and European commands.

"Probably close to 80 percent of our sales are to customers in Iraq and Afghanistan," said

Al Gross, deputy commander of DSCP-ACE. Despite a 46 percent decrease in personnel since fiscal 2001, sales have increased 900 percent, he added.

"Our people don't go home at 4 or 5 p.m.; they go home when the job is done," he said.

Much of DSCP-ACE's success is a reflection of the hard work of contracting officer's representatives who work daily with subsistence prime vendors to supply and distribute food to dining facilities, ships, and some Morale, Welfare and Recreation facilities, Gross continued.

"Our contracting officer's representatives are out there making sure that warehousing and distribution operations are running in accordance with the provisions of our prime vendor contracts. They're also in touch with customers



Raffaele Ripppo, (left) of the Defense Supply Center Philadelphia, discusses the quality of fresh fruits and vegetables with a local vendor at the Padova Terminal Market in Italy.







Defense Supply Center Philadelphia relies on the Army and Air Force Exchange Service's Gruenstadt Bakery to supply more than 60 varieties of bread, buns, flour tortillas, pizza dough, cake and cookies that are made fresh daily and shipped to dining facilities throughout the region and units conducting training exercises there.



Eighty five DSCP employees procure enough food, clothing, construction material and medical supplies to account for about 70 percent of the business done by Defense Logistics Agency – Europe and Africa

at our dining facilities, ensuring they're getting what they need from our prime vendors," he said.

Food sales to all of DSCP-ACE's customers add up to between \$30 million and \$34 million a week, added Army Lt. Col. Thomas Murphree, DSCP-ACE commander. And the number of delivery sites continues to grow in Afghanistan, where an increasing number of forward operating bases and small combat outposts have expanded deliveries from 24 sites to 165, he said.

Fresh produce is not as easily available in the Middle East, so DSCP-ACE uses prime-vendor contracts in Europe to procure items ranging from apples to lettuce for warfighters in Iraq and Afghanistan.



Bakers at the Army and Air Force Exchange Service's Gruenstadt Bakery use the recipes of American manufacturers to give service members stationed abroad a real taste of home.

"Due to the nature of the fresh fruit and vegetable market there, these things aren't being grown much in the Middle East. However, I can always find these items through our prime vendors right here in Europe and get them on a plane at Ramstein Air Base [Germany] that's heading toward customers," Murphree said.

Prime vendors are also responsible for providing baked goods such as bread to warfighters in USCENTCOM areas, but in Europe, DSCP relies on the Army and Air Force Exchange Service's Gruenstadt Bakery, where more than 60 varieties of bread, buns, flour tortillas, pizza dough, cake and cookies are made fresh daily.

"Anywhere there's a dining facility in Europe, you'll find baked goods that we

buy from the Gruenstadt Bakery," said Monica Scholler, DSCP-ACE contracting officer. "In the 42 years that I've been here, seldom have we had any kind of complaint about quality or taste, because the bakery uses very strict specifications from the [American bread maker] Wonder Bread franchise."

Items are flash frozen and delivered to dining facilities in Germany, Italy, Turkey, Spain, Greece and Kosovo, as well as to units conducting training exercises in places like Egypt and Romania.

Of all the troop-support items DSCP-ACE provides to warfighters, Gross said, construction materials may be the second highest in demand because of the increasing operations in Afghanistan. When

thousands of new troops arrived there in summer 2009, DSCP had already pre-positioned lumber and force-protection items, he said, and the organization continues to stock lumber for quick delivery at Defense Distribution Depot – Europe and Defense Distribution Depot Kuwait, Southwest Asia.

The organization also provides pharmaceuticals and surgical equipment in partnership with the U.S. Army Medical Materiel Center – Europe, in Pirmasens, Germany.

"Trucks move out of here every day with supplies for our customers,"

New housing units referred to as relocatable buildings that are in high demand throughout Afghanistan are supplied by Defense Supply Center Philadelphia.

U.S. Army Photo







“Most of the units operating in Africa can’t bring the vast amount of items they need with them, so we’re here to provide long-term sustainment if and when they need it.”

— *Sandra Simpson*

said Sandra Simpson, chief of the DSCP-ACE medical office. “About 65 percent of those supplies are headed downrange, but we also support medical treatment facilities throughout Europe, where the families of our warfighters and civilian employees receive routine healthcare.”

Units conducting medical missions in Africa also receive supplies from DSCP-ACE, Simpson said. For example, during Natural Fire 10, an exercise involving U.S. Forces and five African nations in October, DSCP-ACE worked with USAMMCE to fill more than 200 requisitions worth more than \$85,000. Some of the items ordered include 30 cases of adult

toothbrushes, 100 rolls of gauze and 336 bottles of chewable acetaminophen, a pain reliever and fever reducer.

“Most of the units operating in Africa can’t bring the vast amount of items they need with them, so we’re here to provide long-term sustainment if and when they need it,” she added.

Murphree helped initiate a market survey program in December 2008 to help guarantee customers’ continued access to the highest quality food, medical supplies and building materials at the lowest prices by looking for additional prime vendor suppliers. During a market survey, commodity experts and contracting officers work with economic advisors and commodity departments from nations in which the organization does not currently operate to scope out vendors able to produce commodities such as lumber or concrete to U.S. specifications.

“I look at it from the perspective that you never want to put all your eggs in one basket. Prime vendors are fantastic, but what if they go bankrupt or are out of cash and can’t buy more supplies? We need to know where we’re going to get the

Pharmaceuticals and surgical equipment used at medical treatment facilities and sent to troops in Iraq and Afghanistan are provided by Defense Supply Center Philadelphia.

Water that the Defense Supply Center Philadelphia provides to deployed troops is bottled locally at the Army and Air Force Exchange Service’s Gruenstadt Bakery.





Many of the medical supplies the Defense Logistics Agency provides to troops in Europe, Africa and the Middle East come from the shelves of the U.S. Army Medical Materiel Center – Europe, in Pirmasens, Germany.

supplies we need to support warfighters,” Murphree said.

Once vendors prove their ability to produce at the rate and quality desired and also express interest in doing business with the Defense Logistics Agency, DSCP-ACE contracting officers will work with the vendors to establish a partnership, Murphree said.

Other initiatives that have helped DSCP-ACE better serve warfighters include the January 2009 fielding of the Battle Command Sustainment Support System, known as BCS3, an asset-visibility system that uses radio frequency identification devices and satellite transceivers on vehicles to show users the exact location of supplies.

“It shows us everything in the pipeline all the way back to the United States. You can see what boat a pallet is on, when the boat left Charleston, S.C., and when it’s going to arrive at the port in Karachi, Pakistan, as well as what truck the supplies will get loaded on at the port and when they’re expected to be at the warehouse for issue,” Murphree said.

Like leaders from other DLA field activities in Europe and Africa, Murphree and Gross are proud of the work their employees accomplish.

“A good portion of our workforce is composed of retired service members – folks who have already been there, done that, got the t-shirt and probably the tattoo, as well,” Gross said. “These folks don’t say ‘It’s time for me to go home’ or ‘That’s not my job’ when something needs to get done. They work until the customer is satisfied.”





Defense Energy Support Center - Europe Fuel Lab specialists rise to the top of their field when they . . .

# Test to Spec

Story and Photos by Beth Reece

**S**ome people consider themselves experts in a particular field, but petroleum lab specialists working at the Defense Energy Support Center – Europe Fuel Lab in Kaiserslautern, Germany, are truly the world's best.

The five-member team has been named number one in the world for accurately testing Jet A-1 Fuel, which is used to power aircraft with gas-turbine engines, in the last three annual competitions sponsored by the Institute for Interlaboratory Studies in Spijkenisse, Netherlands. The institute organizes global studies on petroleum products, petrochemicals, consumer

products and food. Studies are usually performed on commercially relevant products and involve testing on complete specifications.

"Our team goes up against 70 or more labs. Some of the competitors are highly paid chemists working for petrochemical giants ExxonMobil, Chevron and [Royal Dutch] Shell – all professional, commercial companies that most of us have heard about," said Michael Cochran, chief of DESC-EA's Quality Assurance Division.

The DESC-EA fuel lab is one of the few where Army petroleum lab specialists can actually test jet fuel, diesel fuel and gasoline, said Army Staff Sgt. Barbara Mooney, a senior lab technician who has

been selected for promotion to sergeant first class.

"For Soldiers with this military occupational specialty, a tour at the DESC laboratory is the crème de la crème," Cochran added. "And I have to say the lab itself has been pretty fortunate to get Soldiers who are talented and willing to work whatever hours the mission requires."

The staff tests fuel for military customers throughout Europe, Africa and occasionally the Middle East, checking for such properties as color, density and flashpoint, which indicates how easily the fuel burns. The lower the flashpoint, the more hazardous the fuel is.

Tests performed by Army Sgt. 1st Class Hung Ray Yang and his five-member team ensure the fuel warfighters use is safe for a variety of vehicles.





Automated equipment makes most tests easy to conduct, Mooney said, but knowing fuel specifications for every customer can be hard.

"The military has one set of specs and NATO customers have another, and lab specialists must know both," she said.

Customers may also bring samples into the lab and ask for them to be tested without knowing exactly what the fuel needs to be checked for.

"They're typically just following a manual or regulation that tells them to get the fuel tested," said Army Sgt. Gilbert Lopez, a lab tech. "In those cases, it's up to us to help them

determine exactly what information we need to learn from testing and which tests to conduct."

Ensuring fuel is the proper quality impacts warfighter safety. Weather changes and evaporation can affect the quality of fuel, and while dirt and water may not change its property, they will impact the vehicle in which it's burned, Mooney said.

"Something like this can plug your filters, which will affect the vehicle's overall performance and put passengers in danger," she added.

The Defense Energy Support Center Fuel Lab in Kaiserslautern, Germany, is one of the few where Army petroleum specialists can actually test jet fuel, diesel fuel and gasoline.

Army Staff Sgt. Barbara Mooney uses automated equipment to test such fuel properties as color, density and flashpoint.

"One of the first things that happen when a plane goes down in a crash is the fuel gets tested. That's how critical fuel quality is."

Cochran's team also offers two-week courses to Soldiers deploying to a small lab on Camp Bondsteel, Kosovo. "It's not something we are staffed to do, but it's an additional duty these guys are proud to take on," he said.

Even President Obama relies on the DESC fuel lab when he flies into Germany on Air Force One. During Obama's last visit, Mooney went to the flight line where the plane was secured to collect a fuel sample for testing.

Of course, it was clean, Mooney said. 🇺🇸





Posters, newsletters, spiral-bound training manuals, CD and DVD reproduction, digital libraries, even church bulletins — DAPS does it all

# All in One

Story and Photos by Beth Reece



**F**lorella Correa admits she gets a little worked up over color.

“It’s like magic. Would you want to read something that looks like this in just plain black and white?” she asked, pointing to a glossy, full-color newsletter highlighting a specific military unit’s accomplishments in Iraq.

As manager of the Document Automation & Production Service in Europe, Correa said she can almost always enhance the look of the products her customers want printed by one of DAPS’ eight production facilities there.

“Once they’ve seen a sample, 99 percent of our customers don’t even ask to see a press proof before production,” she said.

Posters, newsletters, spiral-bound training manuals, CD and DVD reproduction, digital libraries, even church bulletins – DAPS does it all by providing bulk printing and electronic data storage services to customers in Europe, Africa and the Middle East. They also provide shredders approved for destroying classified documents and copying machines with scanning and faxing capabilities.

“Seriously, what do you need? DAPS will do it for you. They may have a small business volume compared to the rest of the Defense Logistics Agency, but their

customer satisfaction is super high,” said Marine Lt. Col. Matthew Ferguson, operations officer for Defense Logistics Agency – Europe and Africa.

When DLA needed stickers printed with the saying “Compliments of the people of the United States” for humanitarian aid items being dropped into the Republic of Georgia in August 2008, DAPS designed and mass-produced them within days of the request. And as Sailors at Navy bases in Italy and Iceland packed up offices as a result of 2005 Base Realignment and Closure decisions, DAPS offered them electronic data storage of documents that would have otherwise been thrown in a pile for warehouse storage.

“It was up to us to box up the documents, scan them into our servers, and figure out how to index everything so our customers could easily retrieve documents and pay invoices for things like government purchase cards after the bases closed,” Correa said.

Vehicle registration offices throughout Europe are also forgoing filing cabinets in favor of DAPS’ electronic storage. Instead of copying customers’ drivers’ licenses and insurance forms, officials now scan them at high resolution to a computer server.



Frank Wengert punches books in preparation for spiral binding at the Document Automation & Production Service on Ramstein Air Base, Germany



"The only thing these offices pay for is storage of the data because we've helped them to integrate the scanning process into their workflow," Correa said, adding that DAPS is also working to establish electronic data management for customers in the African nation of Djibouti.

"You never know when a disaster might happen there, so we want to make sure their documents are safely stored somewhere," she continued.

In fiscal 2009, DAPS saved U.S. Army Europe \$1 million by leveraging business with international industry to supply digital copiers for customers' workspaces. Correa said the savings is largely a result

of replacing Euro-based contracts with dollar-based contracts.

"Before, customers were paying an average of \$300 for the same machine we're now getting for \$78," she said. "That's mostly due to the fact that we've established dollar contracts with flat rates, which makes us the best deal in town."

Warfighters continue to rely heavily on DAPS for printing, especially in places like Iraq and Afghanistan, where most service members aren't even allowed to go off base unaccompanied, much less conduct business with locals.

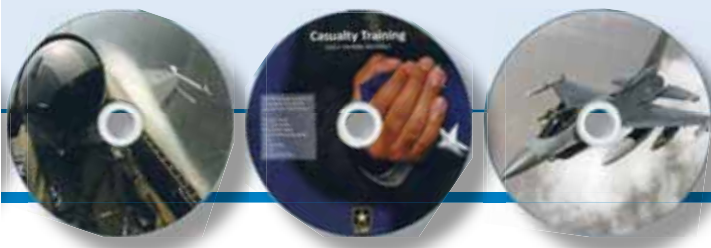
One of DAPS' biggest sellers is the "smart book," a pocket-sized guide that gives cultural information

on countries where warfighters are operating. Training materials, especially those printed on waterproof paper, are also a hit.

"We get all of our training material from DAPS when we go out to the field. It really makes a big difference to have easy reference to the things we're learning," said Army Sgt. 1st Class Dominador Ragay, with 2nd Stryker Cavalry Regiment.

Seeing the products DAPS provides actually being used – not sitting on a shelf – is one of the best parts of meeting with customers to explain how DAPS can meet their needs, Correa added.

"I always say DAPS is the rounding off area of DLA because it's so small," she said, "but when we're not there, it's a big deal." 🇺🇸





# TEN QUESTIONS WITH...

## Col. Derek Smith

Defense Logistics Agency - Europe and Africa Commander Addresses Mission Challenges and Successes

**1. How did your background as a Soldier prepare you to command the Defense Logistics Agency's operations in Europe and Africa?**

I have been stationed in the European theater for a total of eight years over my 24 years of Army service. My experience and knowledge of this theater, gained over five tours, has helped me significantly in commanding DLA-EA. Commanding this region has been my first experience at the strategic level, and I have applied knowledge from the tactical and operational levels in the execution of my work here. I did not know much about the Agency prior to assuming command. In fact, I believe this is one of the challenges DLA faces – educating young logisticians on DLA's mission and capabilities.



**2. Your team's operations involve supporting three combatant commands, three joint task forces and six major operations – what are the main challenges supporting this mission?**

The main challenges are distance and complexity. Distance is challenging because the time spent traveling impacts the amount of

time our people can directly engage customers. Each of our warfighter support representatives provides a significant span of coverage. Chuck Goranson, for example, supports almost all customers in a major command – U.S. Air Forces in Europe – from headquarters down to flight-line maintainers, covering a footprint that runs from the British Isles to Turkey.

The complexity of this theater is challenging because our WSRs are routinely tasked to provide multi-service and multi-weapons-system support across several military installations. Integrated support is absolutely essential to our success, and we provide it through our Joint Logistics Operations Center. The JLOC is staffed by personnel from DLA-EA and two of DLA's primary-level field activities. Their efforts are

Warfighter Support Representatives    Value-Added Logistics    Integrated Support

also focused by PLFA representatives embedded alongside DLA-EA planners within key military headquarters.

**3. The DLA-EA area of responsibility encompasses 28 percent of the earth's surface and 18 time zones — how do these factors impact the way DLA-EA serves customers?**

Distribution is among the most difficult challenges we face. Even though the majority of our supply lines are over-land, this is frequently a complicating factor to reaching our customers, particularly those deployed to Central and Southwest Asia. Doing so means crossing several national borders and employing multiple transport systems. The Defense Distribution Center possesses a wealth of experience in this area and does a masterful job keeping material flowing. Diplomatic and customs clearances are also major issues, as are environmental regulations that can vary by country. Our experienced legal office helps the DLA team navigate these issues to maintain the flow of material to warfighters.

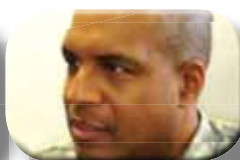
**4. You consider there to be two types of customer service in your command — customer service at the combatant command level and individual warfighter customer service — how do those differ?**

Much of the difference has to do with degree of specialization and detail. Our corporate-level customers, those at combatant commands, are primarily interested in one-stop shopping. When a logistics-support issue arises, regardless of supply chain, they want a single point for resolution. Conversely, supporting tactical- and operational-level warfighters requires specific knowledge about the customer, the weapon system and the commodity required. Our PLFA team members do an exceptional job of engaging end-users to ensure their requirements are fully understood and satisfied. These customers just want us to press the right buttons to make their items materialize.

Our primary focus is to remain responsive and continue delivering value-added logistics solutions to warfighters.

**5. DLA-EA supports more than 70 military exercises each year — how is your staff working to support these exercises?**

DLA-EA has plans and operations officers and WSRs assigned to each component command, component and military service in the USEUCOM and USAFRICOM theaters. These folks participate in concept-development briefs and planning conferences for each exercise, and provide valuable input, experience and planning timeframes for DLA goods and services so the agency conducting the exercise can develop accurate concepts of support. For new exercises, such as Natural Fire-10 in Uganda, or those that have been historically challenging, a DLA-EA representative will deploy to provide on-site representation with reach-back capability to the entire DLA enterprise. We have also begun working with the U.S. Department of State to develop new vendors in countries across Europe,



*Diplomatic Clearances*

*Degree of Specialization*

*Concept Development*



# TEN QUESTIONS WITH...

## **7. What do you believe is the most significant challenge facing warfighters in the U.S. European, Africa and Central commands?**

the U.S. Central Command area and Africa while also working with NATO and the NATO Maintenance & Supply Agency to leverage existing capabilities and experience to best support warfighting customers.

## **6. You've spoken of strengthening DLA's relationship with the State Department – what are the current challenges?**

The primary challenge has been making State aware of DLA's full range of products and services. Since our initial contact in 2008, State has received formal training on DLA systems and begun purchasing equipment and supplies through [the Defense Department's electronic shopping portal known as] EMALL. Based on the success of these recent transactions, State Department officials have expressed an interest in leveraging DLA as its preferred logistics provider. They stand to gain cost efficiencies; effective distribution and delivery; breadth, depth and quality of products and services; responsive customer assistance and training; planning and requirements determination; and rapid contingency/crisis support through this partnership.

Our most significant challenge is restructuring forces while fully engaged in current operations. It's analogous to assembling an airplane in mid-flight. Current operations drive our direct-material support through the entire deployment cycle, from pre-deployment through reset. At the same time we are totally engaged to ensure our efforts continue to fully support future requirements, regardless of military force constitution or location.

## **8. How is DLA-EA perceived by its military customers?**

We constantly receive positive feedback and accolades from customers in the USEUCOM/Africa Command AOR. This reflects directly on the dedication of our people and the quality service they provide. When asked, our customers' senior leaders are unanimous in their desire for more DLA – an increased presence on our part at every level of engagement. The more they see of our capabilities, the more they want to avail themselves of what DLA brings to the table.

## **9. What should every DLA employee know about the Agency's operations in Europe and Africa?**

We provide more than 30 percent of needed support to USCENTCOM warfighters and 100

percent of support to Europe and Africa. Europe's operations tempo continues to increase rapidly as U.S. forces take part in an increasing number of multinational exercises and operations. We are breaking new ground with Africa on a daily basis – supporting a continent with continuously changing infrastructure and indisputable logistics-support challenges. Our mission is not just to meet the objectives of customers, though we are proud to say we meet and exceed those on a regular basis. Our challenge is to continually find innovative and efficient ways to deliver logistics support to warfighters.

## **10. What do you see as the future for DLA in Europe and Africa?**

Our primary focus is to remain responsive and continue delivering value-added logistics solutions to warfighters. Going forward our goal is to be flexible and proactive, ideally advancing solutions before warfighters are even aware there may be an issue. As the needs of warfighters evolve, we will continue to anticipate, adapt organizationally and add skill sets necessary to address ever-changing requirements.

*Integrated Support*

*Diplomatic Clearances*

*Degree of Specialization*

## Production Service Celebrates 60th Year in Business

**T**he Document Automation & Production Service is celebrating 60 years of service as the Defense Department's printer.

What began as a single facility in the basement of the Pentagon in 1949 has grown to a far-reaching organization with facilities colocated with customers around the world. Known by its current name, the Document Automation & Production Service, the printer's mission has evolved to make it DOD's document-solutions provider.

DAPS' history starts in post-World War II Washington, where hordes of workers flocked to join new departments and federal agencies. As one of the first activities created to manage the workload of the newly established Department of Defense, then-Secretary of Defense Louis Johnson, chartered the Defense Printing Service – Washington on Nov. 1, 1949. Its mission was to provide common printing services at the seat of government for the departments and agencies of the newly created DOD.

According to historical documents, DPS - Washington was to be managed quite differently than other federal organizations. As DOD'S first industrially

funded activity, DPS - Washington was run like a business and charged its customers for the services and products provided. Formed via consolidation of the Army Adjutant General Reproduction Plant, the Navy Central Processing Plant and the Air Force Headquarters Plant, its policy was directed by the DOD Administrative Management Council, but the printing service was managed and controlled by the secretary of the Navy.

DAPS was affiliated with the Navy until 1992, when Defense Management Resource Decision 998 directed the consolidation of all DOD printing and duplicating operations, electing the Navy to serve as the single designated manager. In addition to its 150 Navy plants, the Navy Publication and Printing Service assumed control of about 200 Army, Air Force, Marine and Defense Logistics Agency facilities.

The DOD commercial printing procurement program was also managed by NPPS, and this action and demands from the Army and Air Force called for renaming the multiservice activity. In 1994, while still affiliated with the Navy, the organization was once again named the Defense Printing Service.

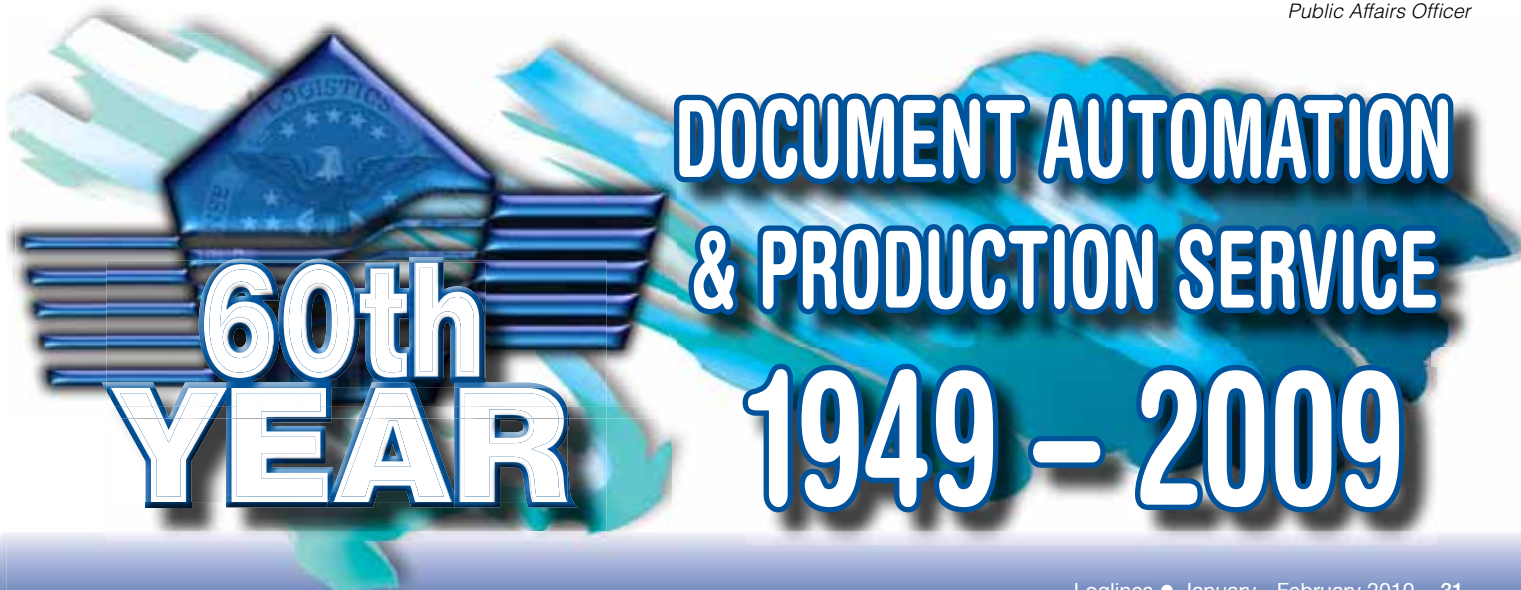
Continued Navy affiliation finally prompted the secretary of defense to redirect DPS' management to the Defense Logistics Agency as of Oct. 1, 1996. At the same time, another name change was induced to more accurately reflect the organization's role in transitioning DOD to digital-based document management. The first use of the acronym DAPS signified the organization was then to be known as the Defense Automated Printing Service.

"DAPS is the catalyst for document automation and continues to transform the Department of Defense to the use of online documents," said Steve Sherman, DAPS director.

DAPS remains a government organization within DLA and is currently aligned with DLA's Information Operations Directorate.

"We are dependable, agile, knowledgeable and focused. We exist for the convenience of our customers," Sherman said. "DAPS employees do not waiver when it comes to supporting warfighters – they prove that every day. And customers let us know how we are doing through their correspondence and recognitions."

— Keith Beebe  
Document Automation & Production Service  
Public Affairs Officer





## DOD, DLA Work to Maintain Microcircuits for Vital Weapon Systems

**T**he Defense Logistics Agency is bridging the gap between technology of the past and the systems warfighters will use in the future.

As America's only combat logistics supply agency, DLA manages many commodities, but none have the potential to become obsolete as fast as microcircuits – tiny components that help drive almost every major military weapon system. Redesigning a single obsolete microcircuit can cost anywhere from \$250,000 to \$10 million.

Microcircuits can become obsolete because a manufacturer has upgraded technology and no longer produces that particular item, when there is a shortage of material to produce the microcircuit, or when a manufacturer goes out of business.

While diminishing manufacturing sources and material shortages are a fact of life, officials said the key to effective mitigation is long-term, proactive planning by the program manager in partnership with DLA.

The Agency's Defense Supply Center Columbus, Ohio, has two solutions for microcircuit obsolescence: the Generalized Emulation of Microcircuits and Advanced Microcircuit Emulation programs. GEM is a production contract and AME is in the research and development field. Both programs are managed at DSCC through the Diminishing Manufacturing Source and Material Shortages office in the Operations Support Group.

Microcircuit obsolescence problems continue to increase ownership costs and decrease readiness, affecting weapon systems as well as test equipment used by military and civil operators worldwide,

officials said.

Microcircuits are discontinued about every 18 months as manufacturers move to newer technologies. Experts said this is not a large problem for consumer goods or products because those are typically targeted for replacement every two-to-five years. In fact, replacement is considered essential to market innovation and growth.

However, this is not the case for the military, which is expected to maintain a system for 25 years or longer. The conflict is becoming more evident because military legacy systems are being operated years beyond their initial intended use.

According to the Semiconductor Industry Association, the semiconductor market, which is typically broken down into five user categories – automotive, consumer, telecommunications, computing and military – is placing less emphasis on the military segment. The military market accounts for less than one percent of the semiconductor industry, while computing composes 54 percent of the market.

The timing is especially bad considering electronics are becoming more important to the military, officials said.

The electronics content in military systems, including fighters, bombers and a range of other weapon systems, is continuously increasing and represents as much as 60 percent of the cost of new weapon systems, program managers explained.

Planning ahead allows DLA and program managers to implement low-cost solutions, use alternate or substitute parts, or cannibalize parts from other

sources as a bridge until systems are upgraded for safety, reliability and performance, or capability reasons, officials said.

In the late 1980s, DLA recognized that microcircuit obsolescence threatened the readiness of American defense systems, many of which were designed and fielded in the 1960s and 1970s.

When the Air Force began flying the F-15 Eagle attack fighter in 1972 and the Navy first tested the Aegis phased-array radar at sea in 1973, rapid changes in microcircuit technology stopped the original suppliers from continuing to manufacture micro-electronic components in these and other systems.

Existing military systems became dependent on life-of-type buys or after-market suppliers that were not always able to meet the government's needs, officials said.

In 1987, DLA contracted with the Sarnoff Corporation to begin research and development of a process to emulate rather than duplicate these older microcircuits using the company's on-site semiconductor fabrication facility, computer-aided design software, and its extensive design and development knowledge.

The Generalized Emulation of Microcircuits program has run continuously for 22 years; first as a five-year development program then ramping up production to full capacity for the past 11 years.

Sam Calloway, chief of the F-15 Avionics Engineering Section at Robins Air Force Base, Ga., first heard of DLA's GEM program in 1990.

"I was excited because I realized that the GEM program would be a very beneficial tool for the sustaining engineer to employ in the fight against obsolescence," he said. "I worked with the GEM program to emulate two radar parts on the F-15 [fighter aircraft]. It was a huge success."

Emulating the parts for the two

devices cost \$133,000, but the price tag was small in comparison to the \$1 million to replace a typical radar circuit card, Calloway said.

Operational since 1973, the radar system was installed on all F-15s and received a major upgrade in 1979. Today about 700 remain in service in the U.S. and at least three allied nations, he said.

“[Because] GEM is essentially a government semiconductor fabrication facility, the F-15 parts will never suffer obsolescence again,” Calloway added. “Since that time, GEM has emulated more than 400 piece parts, [saving] millions of dollars. The F-15 [program] considers the GEM program a critical element for sustaining engineering efforts for military avionics.”

To further alleviate issues caused by continued advancements in integrated circuit technology and incorporation of large-scale integrated circuits and application-specific integrated circuits into military systems, DLA initiated the Advanced Microcircuit Emulation program in 1997 to develop capacities to cover outdated items not addressed by the GEM program.

To date, use of GEM is estimated to have avoided more than \$600 million in system redesign costs, based on reported cost-avoidances figures from DLA’s customers, Calloway said.

Controlling obsolescence helps support legacy weapon systems such as the B-52 bomber, along with all DOD weapon systems, Calloway explained.

Parts developed by GEM and AME are in the majority of DOD weapons systems containing microcircuits and even in NASA’s Space Shuttle.

— David Robinson  
Defense Supply Center Columbus  
Diminishing Manufacturing Sources and  
Material Shortages Program manager



## DLA Keeps Soldiers, Vehicles in the Fight

**P**arts chasers and information facilitators – that’s how Robin Estrada, a Defense Logistics Agency universal customer account specialist, characterizes the role of DLA warfighter support representatives in Operation Iraqi Freedom.

The definition addresses only a portion of DLA services and functions worldwide, but is the priority of efforts in Iraq, where DLA representatives are located in several locations to provide customer support to units across the theater of operations.

“We [DLA] basically supply warfighters with everything they need, head to toe,” said Randle LeSure, a warfighter support representative at Joint Base Balad.

“Food, clothing, parts, lumber, but our main mission is getting the right parts in the right hands to support their mission. Our ultimate goal is supporting warfighters,” Estrada added.

“We facilitate information between DLA and the warfighter,” Estrada said. “We connect the warfighter to DLA touch points in the states.”

“Can we improve shipping times? Can we expedite the contract?” These are questions DLA warfighter support representatives constantly ask themselves,” Estrada said.

There have been instances in which DLA has been able to work with buyers at a stateside DLA office to award a contract the same day a customer requirement emerges, she said, adding that as soon as the representative has a delivery date, that information is relayed to the customer and contact maintained until the part is actually in-hand.

“Parts can be in-hand in about 30 days after the award,” Estrada said. “My job is not done until I know that part is in the customer’s hands.”

LeSure recently helped D Company, 2-198th Combined Arms Battalion locate an axle and door for a Mine Resistant Ambush Protected vehicle and vehicle batteries.

“Randle helped us locate priority parts for deadline vehicles,” said Army Staff Sgt. Mark Stevenson, who inspected one of the battalion’s MRAPs. “[LeSure] expedited getting the vehicle fixed.”

LeSure said DLA provides training so its customers can track their parts orders. “We help them help themselves,” he said.

“We’re facilitators,” he added. “We have the right information when it’s needed.”

— Summer Barkley  
402nd Army Field Support Brigade  
Public Affairs Officer



# Virtual Reality

Story by Jonathan Stack

**T**hink of it as the catch-all online shopping portal Amazon.com, but just for military service members.

Troops in Afghanistan can now see exactly what types of construction materials are available to them in the region via a new virtual storefront.

The Maintenance, Repair and Operations Uzbekistan Virtual Storefront warehouse and Web site officially opened for business late this fall. Officials hope allowing warfighters in the region to check available stocks in real time through a Web-based interface will shorten delivery times for needed supplies.

“The virtual storefront is being established for proof of principle that order-ship time can be improved by moving supplies closer to the point of use,” said Linda Gruber, branch chief for the Defense Supply Center Philadelphia’s Construction and Equipment Supplier Operations Directorate MRO Integrated Support Team.

The virtual storefront was established through an agreement between the Defense Logistics Agency and the international shipping firm Seven Seas Shipchangers, to create a prime vendor-owned and -operated facility in Termez, Uzbekistan, which borders Afghanistan to the north.

Within the area of operations, the storefront will procure, distribute and store material manufactured in South Caucasus and Central and South Asian States. In addition to Uzbekistan, countries included in these two groups are Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Turkmenistan. In addition, items can also be sourced from any Trade Agreement Act compliant country.

“Having the products closer to the fight will make it easier for warfighters by reducing logistics response time and delivery

A Sailor installs a piece of plywood at a construction project at Kandahar Airfield, Afghanistan. The Maintenance, Repair and Operations Uzbekistan Virtual Storefront will allow warfighters in the region to check available stocks in real time through a Web-based interface, shortening delivery times for needed supplies.



Defense Department Photo





time, which will increase customer satisfaction,” said Chet Evanitsky, DSCP Construction and Equipment Supply Chain MRO division chief.

To date, 24 types of construction material products are available for delivery to customers. Additional items will be added on an as-needed basis, Gruber said.

Other high-demand items not manufactured or sourced in the region, such as replacement parts for relocatable buildings, may also become available through the storefront.

Initial cataloged items include, but are not limited to, cement, concrete, fencing, roofing, rope, sand, steel, gutters and pipe.

Officials said DLA is also identifying sources for various food items in Uzbekistan and plans to share these sources with its subsistence prime vendors for potential local purchase as long as items meet quality and price requirements.

Gruber said obtaining material that meets United States commercial quality standards at fair and reasonable prices will be the biggest challenge for the virtual storefront.

“The storefront will be evaluated on a quarterly basis,” Gruber said. “If it is not determined to be successful, it will be discontinued.”

If the concept is successful, a follow-on requirement will be

Airmen place concrete at a construction project at Kandahar Airfield. Concrete is one of the 24 types of construction material products available for delivery to customers from the Maintenance, Repair and Operations Uzbekistan Virtual Storefront.

competed among the U.S. Central Command’s contractors and another modification issued to continue a storefront operation, she said.

“If ... the virtual storefront [didn’t exist], there are several ways the warfighter would go about getting these supplies,” Evanitsky said.

Traditionally customers in Southwest Asia would send individual orders to DSCP, which would in turn conduct a competition for the order among multiple vendors, he added.

Items identified by national stock number are processed and shipped to the customer from a DLA depot. Non-NSN items are sent to an acquisition specialist so a contract can be solicited. Once the solicitation closes, the vendor obtains the supplies and ships them directly to the customer.

“Traditional support would require a large number of assets to handle customer requirements and manage the voluminous workload,” Gruber said. “Traditional support for non-NSN items would require an average acquisition lead time of 60-90 days.”

CUSTOMERS CAN ACCESS THE CATALOG ONLINE AND PLACE ORDERS VIA E-MAIL

*The Virtual Storefront’s electronic catalog is available at  
<http://www.sevensesagroup.ae/uzbekwebshop/>*



# Connecting the Enterp

Story and Photo by Dianne Ryder

**T**he Defense Logistics Agency's Information Operations Directorate can boast an unparalleled achievement in Agency preparedness should the H1N1 influenza pandemic or other emergency affect DLA's workforce.

John Felsted, network infrastructure team lead in DLA's Enterprise Infrastructure Office, explained how in just a few short months his team, working closely with the DLA Network Operations and Security Center, was able to maximize the number of users who can access DLA's virtual private network from remote locations. Before Felsted's team got to work on these changes, 5,000 DLA employees could remotely access the Agency's network at a time. Now, up to 34,000, including reserve and contractor personnel worldwide, can.

"The Enterprise VPN solution we [initially] put in place had been there for about two years, but it was very small scale," Felsted said.

Access via the Enterprise VPN provides a uniform way for all DLA employees to remotely access the DLA networks as if they were sitting in their offices from anywhere they can get Internet connectivity, said Thomas Hoffecker, enterprise telecommunications network program manager in the Agency's Enterprise Infrastructure Office.

"[It's like] a really long piece of virtual cable that connects to their DLA computer anywhere they are in the world," he said.

Previously, just two clusters of appliances, or boxes, with a limited number of ports were available for

users to access DLA's network, Felsted said. One is located in Columbus, Ohio, and one at Hill Air Force Base, Utah. Each appliance supports up to 2,500 concurrent users, which meant 5,000 DLA employees were able to telework at the same time using this approach.

But if a pandemic situation rose to the level of a massive government shutdown, potentially 30,000 DLA employees would require the ability to telework.

"It's been something that we've been working for quite a long time — probably over the last two years," Hoffecker said. "We've tried to expand the capability, but the pandemic flu issue, of course, has put a large focus on it. [We had] to make sure that we have the capability to accommodate the entire workforce."

In mid-August, the purchase of a third cluster in Oklahoma City allowed

## Defense Logistics Agency Cluster Locations and Accessibility

Japan  
100 user capacity

Hawaii  
250 user capacity

Hill AFB, Utah  
8,000 user capacity

Oklahoma City, Oklahoma  
8,000 user capacity

Columbus, Ohio  
8,000 user capacity

Defense Logistics Agency Network servers currently provide remote access availability for all 34,000 DLA employees worldwide.

— Illustration by Paul Henry Crank



# rise



another 8,000 users to work remotely, and in late October a third appliance was added to each of the clusters, which brought accessibility up to 32,000 CONUS users, Felsted said.

“We really ramped this up all to be prepared for the [influenza] pandemic — making sure that we can provide 100 percent telework capabilities for all DLA employees, reservists and contractors,” Felsted said.

In Germany, an additional small cluster can support 500 concurrent users, although the Information Operations Directorate can easily increase this number to 1,000 by purchasing more licenses without having to add more hardware, Felsted said.

DLA Pacific Region’s unique operational environment makes it more challenging to assure connectivity to all

DLA employees, Felsted said.

“Pacific is different because, unlike Europe, you’ve got the vast region of the Pacific. Sites in Japan want traffic going through a local VPN, not back and forth from Hawaii to Japan” Felsted said.

To solve this problem Felsted’s team established two additional small clusters in Japan and Hawaii. Now Agency personnel in Korea can choose either one and will automatically be rerouted to the network that can accommodate them.

The Hawaii cluster can handle 250 users; the Japan cluster, 100 users. Both have the capability to sustain up to 1,000 users each with the purchase of more licenses, Felsted said.

Felsted said a fourth cluster was also set up at DLA headquarters, which brought the final number of potential remote users to 34,000 worldwide.

“We can handle all of DLA now,” Felsted said.

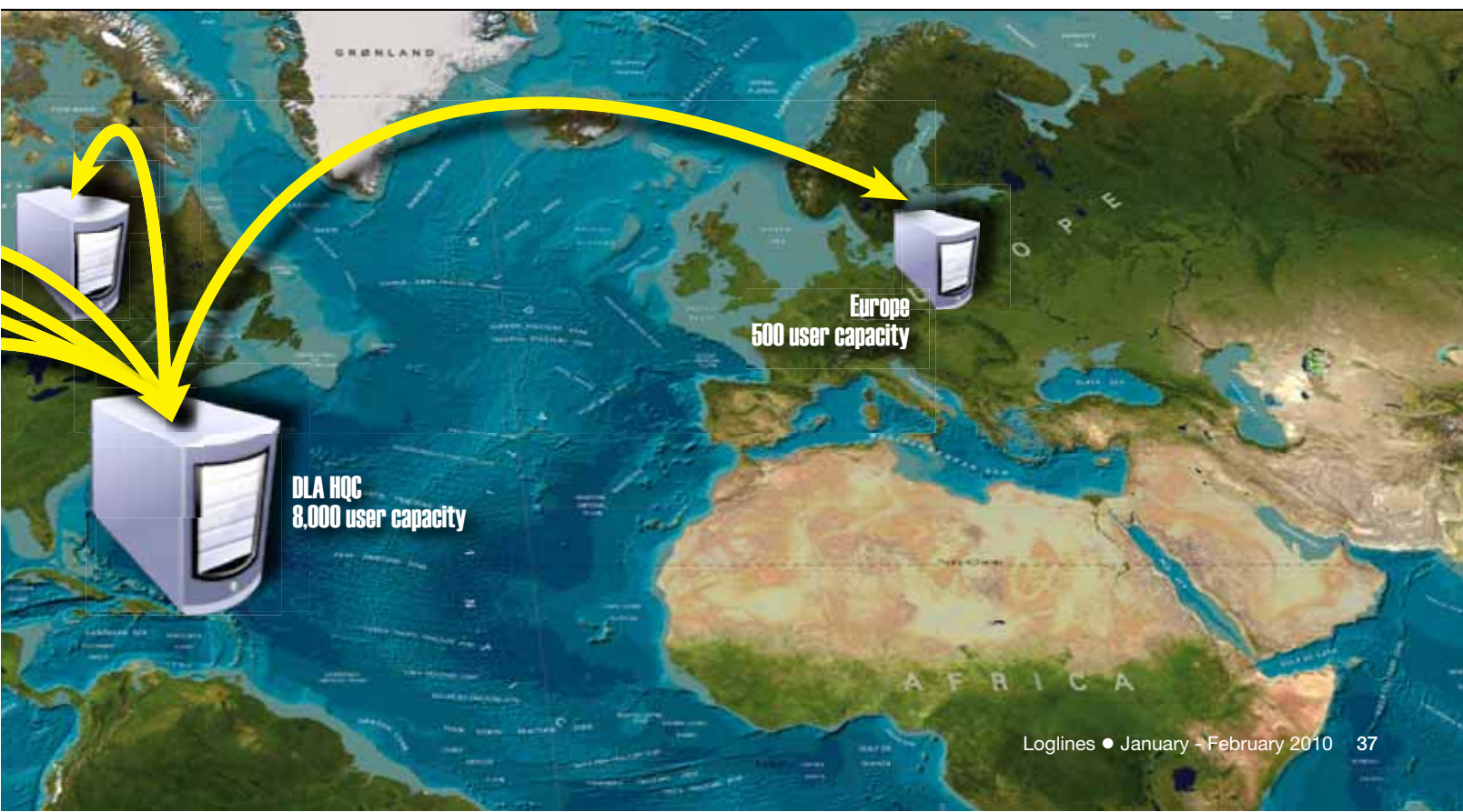
And it’s all secure.

Felsted said DLA’s network employs a secure socket layer; the same type of secure technology used for online banking.

He is enthusiastic about how quickly his team was able to provide remote accessibility to the entire Agency.

“I don’t think there’s a Fortune 500 company out there that can support 100 percent of their employees teleworking.

Barring any overall Internet-capacity problems, DLA can do that,” Felsted said. ➦







# I AM

# DLA

**My name:**

Jim Chaney

**I am:**

A warfighter support representative with the Army's 2nd Stryker Cavalry Regiment, 173rd Airborne Brigade Combat Team Support Platoon, Joint Multinational Training Command, Joint Multinational Readiness Center.

**Describe your job in a sentence:**

As a warfighter support representative, I facilitate readiness and logistics mission successes for warfighters, and train warfighters to use DLA systems, advise them on leveraging DLA's best-value logistics solutions and deploy alongside them in support of contingency operations.

**How long have you worked for DLA?**

I have worked for DLA for almost three years.

**What's your favorite thing about working for DLA?**

Supporting warfighters is the best job anyone could have. I serve as DLA's face to warfighters; I am the voice of DLA to warfighters and the warfighters' advocate to DLA.

**What's your best memory of working here?**

I traveled to Kuwait for the 2nd SCR Stryker reset conference and ran into my son, Army Chief warrant officer 2 Christopher Chaney, who had just left Iraq to check on Mine Resistant Ambush Protected vehicles his team was to receive from Kuwait. There is nothing like father and son meeting up on a mission.

**How do you make a difference to warfighters?**

Providing the best logistics support to Army units on station and during reset, and helping them meet pre-deployment requirements. This gives deploying troops and their leaders a leg up when they arrive in the combat theater.

